
The Grand Rapids Press, May 9, 1985, Page D5

Choice is good

Choice is great.

Choice is Grand

**We want Grand Rapids to be one of the first
cities in the nation to have AT&T as a choice for local calls.**

Western Michigan may be one of the first areas in the nation to have
a choice to use AT&T for local calls. And, we all know choice in long-distance
has brought better service, faster connections and better values.
It will take a little time to get things in place but, it is our hope, that in the near
future the company that now connects you to people around the world
will be able to connect you to people around the corner.

For local calls, use



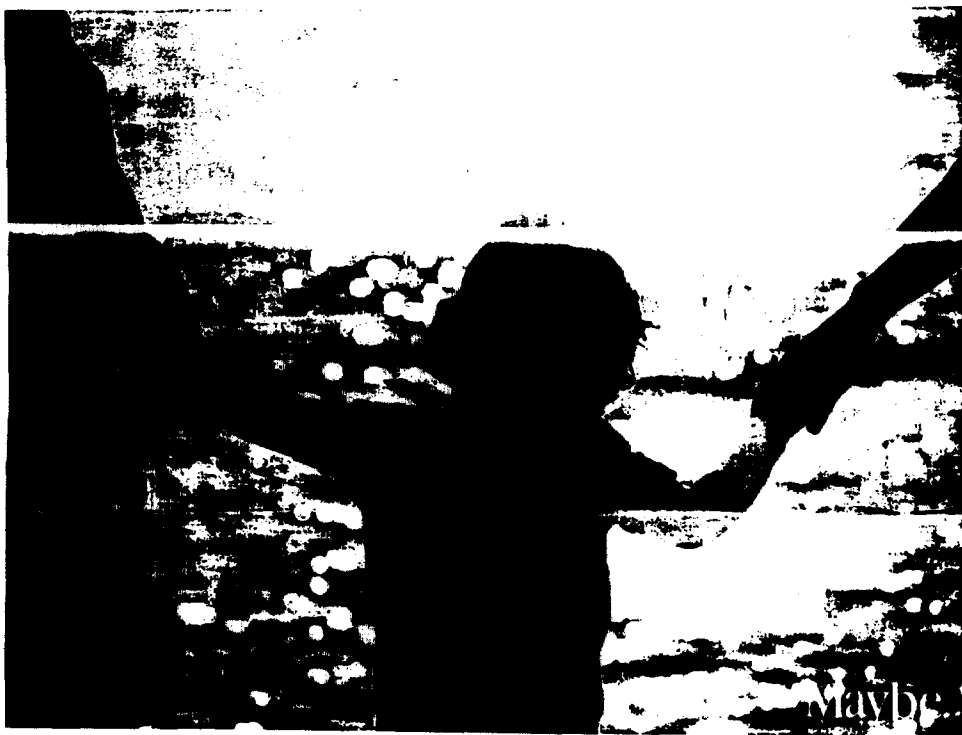
AT&T

Your Two Choices

Grand Rapids Press
Nov 13, 1996
p. B8



Michigan is on the edge of something great.



A whole new world is about to open up to you.

A world of choices you've never had before.
Choices in your local phone service. Choices that
could bring you better prices, better service and
innovative products. But it all hinges on one thing:
there must be fair competition in local phone service.
Only then can you enjoy all the benefits of choice.

Right now, decisions are being made in Lansing that will
determine what's fair competition and when the
people of Michigan will be able to reap the benefits.

We're working hard to make sure it's sooner rather than
later. Because at AT&T, we believe that you should be
able to choose your local phone service as easily as you
can choose your long distance phone company.

If you want to know more about what's
at stake, call 1 800 806-5742.



You want it all within your reach? You got it.

You want to be able to communicate with anyone, anywhere, at any time.
At home or at the office. You want the whole world at your fingertips.

Easy and secure access to the Internet, on-line transactions,
wireless communications and entertainment beamed right into your home.

You want one company for your local and long distance phone service.

And one bill.

You want more choices serving you around the corner and around the world.

And attractive prices.

Not to mention superior customer service at all times.

Thanks to the new telecommunications law, the possibilities are limitless.

And we're now free to bring them to you.



Upper Peninsula small businesses, take us for all we've got!

John

*Fax to
Computer
Hotline
or Tim
Cawley*



Give us your old (non-AT&T) phone system and **TAKE** a generous trade-in allowance on a new AT&T Small Business Phone System. **TAKE** AT&T Credit's special lease offer with no payments for 6 months.* **TAKE** advanced features and capabilities. **TAKE** a free phone system analysis. **TAKE** 24-hour service. **TAKE** AT&T quality, reliability and state-of-the-art technology. **TAKE** it all!

But first **TAKE** yourself to the phone and give us a call before July 31, 1996.

**Upper Peninsula
Small Businesses
1-800-247-7000**

Lucent Technologies
Bell Labs innovations

Formerly the
communications systems
& technology units of AT&T



*Note: This trade-in offer cannot be combined with any other equipment offer.
*Subject to credit approval. © 1996 Lucent Technologies

I'll take it!

Give me the information I need to save on an
AT&T Small Business Phone System.

Name _____ Title _____
Company _____ Phone _____ **CALL CALL**
Address _____
City _____ State _____ Zip _____

1-800-247-7000
Lucent Technologies
706 Chippewa Sq., Marquette, MI 49855

*Upper Peninsula
Business Today, June 1996
Full page Ad.*



Hi. Let me
show you
around.

~~REDACTED~~
Ira, MI 48023-1906

Dear Michael J Kuzminski,

I'm glad you've shown interest in AT&T True Reach Savings™, the easiest way for you to save on every type of AT&T call you make in the U.S.*

AT&T is the first company to offer you savings on every type of call you make on your AT&T phone bill. That includes AT&T Calling Card calls, local toll calls**, 900 directory assistance calls, and collect calls you accept on the AT&T network. You can even save on your cellular AT&T long distance calls.

In fact, with AT&T True Reach, you'll always get great savings no matter what type of AT&T call you make. You'll save 25% off your monthly domestic bill when you spend \$25, and 10% when you spend just \$10. Best of all, enrolling in True Reach is absolutely FREE!

AT&T True Reach is the most comprehensive savings program you'll ever use. You can be assured that as your calling needs may change, AT&T True Reach will provide you with great savings on all your calls.

If you'd like to enroll, or have any more questions, please do not hesitate to call us anytime at 1 800 222-0300, ext. 11791.

We're always happy to help.

Sincerely,

Terry Fedorczyk
Marketing Manager

* AT&T True Reach Savings™ discount is off AT&T basic residential rates. Subject to billing availability. Qualifying calls and calls eligible for a discount do not include conference calls and AT&T Calling Card calls that are not billed to the Customer's Main Billed Account, other 900 Services, calls billed to a local exchange company calling card, surfer calls, UTE Airfare and Railfare calls and travel. Must be an AT&T residential subscriber to receive these discounts.

** AT&T is not yet authorized to complete local toll calls in DC and UT.

But wait, there's more...

AT&T TrueVoice® offers call clarity that's so true to life, you'll feel like the people you call long distance are next door, not miles away. Best of all, it's coming to you free, and only from AT&T. Hear it for yourself.

Call 1 800 BE CLOSE™ (232-5673) for a free demonstration.

AT&T TrueChoice™ Calling Card makes calling away from home easier than ever. For one thing, you'll never forget your calling card number because it can be any number or any name you choose. It can be a nickname, a birthday, even your favorite desert...as long as it's a combination of 7 to 9 letters or numbers. Best of all, getting the Card is free.

1 800 CALL ATT™ is what to dial on the road, from just about every phone in the country, for almost every type of call. That includes collect and calling card calls. You'll always get through, never get overcharged, and it's the lowest priced way to make a collect call!

Call us when you need us.

Thousands of dependable AT&T Operators and AT&T Customer Service Representatives are on call around the clock to assist you with your long distance needs — for everything from collect calls to credit for misdialed calls.

- For Customer Service, dial 1 800 222-0300.
- For prompt Directory Assistance, dial 1 + Area Code + 555-1212.
- For credit for misdialed calls, long distance rate information, or Spanish language assistance, dial 00.
- To place person-to-person calls or collect calls, and for third-number billing when dialing from home, just dial 0 + area code + the number.

Moving?

You can pack up your benefits and take them with you when you move — without interruption of service. Just call us at 1 800 222-0300 several weeks before you move, or sign up for AT&T Long Distance through your local phone company. If you're an AT&T True Rewards™ customer, you will receive 100 bonus points just for giving us your new address.

When will your service be connected?

If you're not sure whether you've been switched to AT&T yet, call toll free 1 700 555-4141 from the phone you want to verify. If a voice thanks you for choosing AT&T, you're connected. If not, you will be soon. Until then, you can access AT&T Long Distance by dialing 10 + ATT + 1 (10 + 288 + 1) and then the area code and the number you are calling.

You can have the last word.

Now that you've chosen AT&T, you may find calls from other long distance companies an inconvenience. If so, you can do something to stop future calls. The next time another long distance company calls, simply tell them to remove your name from their calling list. As a consumer, you're protected from future sales calls from any company once you've told them you want to be taken off their list.

THE INTERCOM



FARMINGTON FARMINGTON HILLS
CHAMBER OF COMMERCE

January, 1996

May The New Year Be Your Most Prosperous

Join Us

NO

January 18 • Membership luncheon. Speaker Jim Bills, VP & economist, Comerica Bank. 11:30 a.m., Holiday Inn.

NO

January 25 • Mixer at the Farmington luncheon. Speaker State Rep. Jan Dolan, 11:30 a.m.

February 20 • County wide mixer, 4:00 p.m., Southfield.

February 27 • Table Topper Show and Taste of Farmington. 5:00 - 8:00 p.m., Michigan National Bank.

New Leaders

*FAX
313-267-1996*

Effective January 1, the Chamber's new officers are:

- Chairman - Steve Maltzman, Morof, Sheplow, Weinstein, P.L.C.
- Vice Chairman - Jim Stark, Northwest Gazette
- Treasurer - Ray Davis, Executive Printing Services

Special thanks to Nurten Ural, Ural Interiors, outgoing Chairperson who has led the Chamber throughout 1995 with style and grace and to Steve Maltzman, 1995 Vice Chairman and Paula Masterka, Huntington Bank, 1995 Treasurer. Thanks for the many hours of dedication and work.

Schools

The Farmington School District has formed a Blue Ribbon Financial Strategies Committee to look at maintaining financial stability. Members include staff, students, community and business people. You should be interested in the recommendations due in November 1996 . . . it's your tax dollars

AT&T Profit By Association

Farmington/Farmington Hills chamber members
save an additional 5% on AT&T:

- Long distance
 - 800 service
 - 1 + (810) Intra.lata calls
- It's here!*



AT&T Business Network

AT&T Cellular and Paging

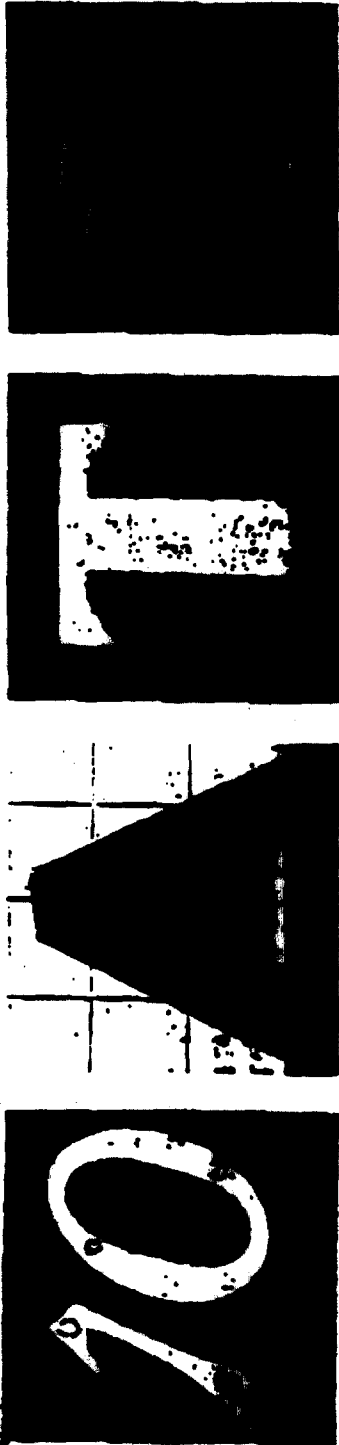
AT&T Prepaid Calling Cards

For more information call Sue Balowski (810) 262-6907

*Attention
Chamber Members*

100-01 04/06 03/79

March 21, 1985
Enclosure



Dial it and save 10% or more.

Now save on local toll calls from home within Northeast Michigan.

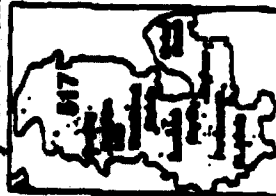
Check your phone bill. You may be surprised at how much your local phone company is charging you for local toll calls (calls outside your free local calling area) within Northeast Michigan. Fortunately you have another choice. Just dial 10-ATT first, and you can save 10% or more on local toll calls* from home to anywhere within the 517 area shaded on the map.

That's 10-ATT + 1 + the area code and number. There's no need to sign up. No monthly fee. Savings any time of day.

And if you have any questions about your 10-ATT calls, just call us at 1 800 503-6967, ext. 32005.

ATT is bringing quality and savings even closer to home.

ATT. Your True Voice.



DETROIT NEWS
APRIL 22

APRIL 22, 1988

DETROIT NEWS
APRIL 22, 1988



**Keep dialing for guaranteed savings.
It's the smart way to save 10%.**

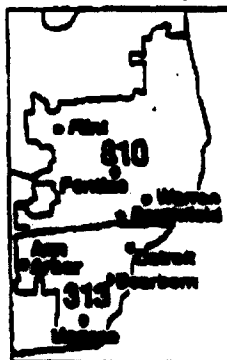
Southeast Michigan has started the smart habit of dialing 10-ATT + 1 + the area code and the number when making local toll calls from home within the 313 and 810 areas shaded on the map. Interstate calls do not apply, but other calls outside your local calling area do — like from Detroit to Flint, or from Monroe to Southfield. If you haven't tried dialing 10-ATT for your local toll calls, now's the time to start because you'll save a guaranteed 10%.*

That's 10-ATT + 1 + the area code and the number.

It's that simple. Guaranteed savings any time of day. There's no need to sign up and no monthly fee.

For a complete list of the exchanges you can call in your area, call us at 1 800 503-6967, ext. 40704.

ATT is bringing quality and savings even closer to home.



I would never want to call from a long distance... 10-ATT is helping me save.



I just dial 10-ATT and then it's really that easy.



Adding 10-ATT to my speed dial means dialing up savings even easier.



ATT
Your True Choice

*Savings based on rates in force 1 year as of 4/1/88. Excludes emergency calls, toll-free numbers, 1-800 numbers, and calls to pay phones. Savings not available for calls to pay phones.



*Service available on or after January 1, 1996.

†Certain exclusions apply. AT&T True USA Savings offers a discount off AT&T basic residential rates. AT&T's basic residential rates apply in any month in which you spend less than \$10 in qualifying AT&T calls. Each month, your savings can increase with the amount you spend in AT&T qualifying calls. Spend \$10 to \$24.99 and save 10%; spend \$25 to \$74.99 and save 20%; spend \$75 or more and save 30%. Available in most areas. You must be a residential long distance subscriber to AT&T to participate in AT&T True USA Savings.



1BGR3

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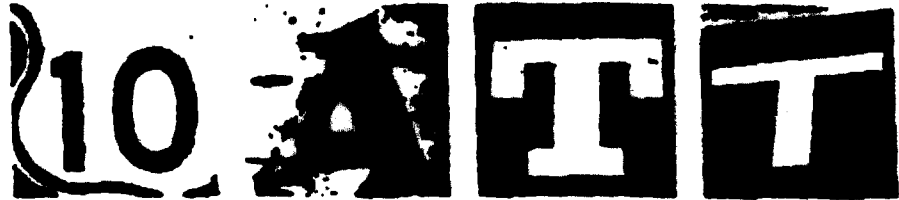


Now, so are we.

Now you can choose AT&T
to automatically carry calls
closer to home, too.*

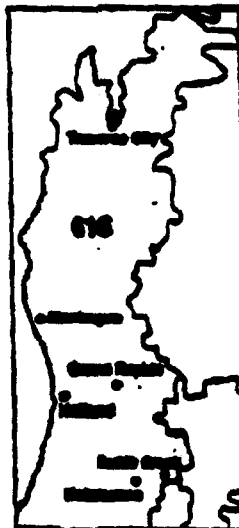
ATTN: MR. J. L. BROWN
JAN 21 1987

ATTN: MR. J. L. BROWN
JAN 21 1987



**Keep dialing for guaranteed savings.
It's the smart way to save 10%.**

West Michigan has started the smart habit of dialing 10-ATT + 1 + the area code and the number when making local toll calls (calls outside your free local calling area) from home within the 616 area shaded on the map. Like from Grand Rapids to Battle Creek, or from Holland to Traverse City. If you haven't tried dialing 10-ATT for your local toll calls, now's the time to start because you'll save a guaranteed 10% or more.*



That's 10-ATT + 1 + 616 and the number.
It's that simple.
Guaranteed savings any time of day. There's no need to sign up and no monthly fee.
And to find out how you can save up to 30%, give us a call at 1 800 505-6967, ext. 48705.
ATTN is bringing quality and savings even closer to home.



I realize there's a lot of calls that I thought I'd give 10-ATT to keep me happy.



I just call 10-ATT and there's really that easy!



Adding 10-ATT to my speed dial makes calling up my grandparents easier.

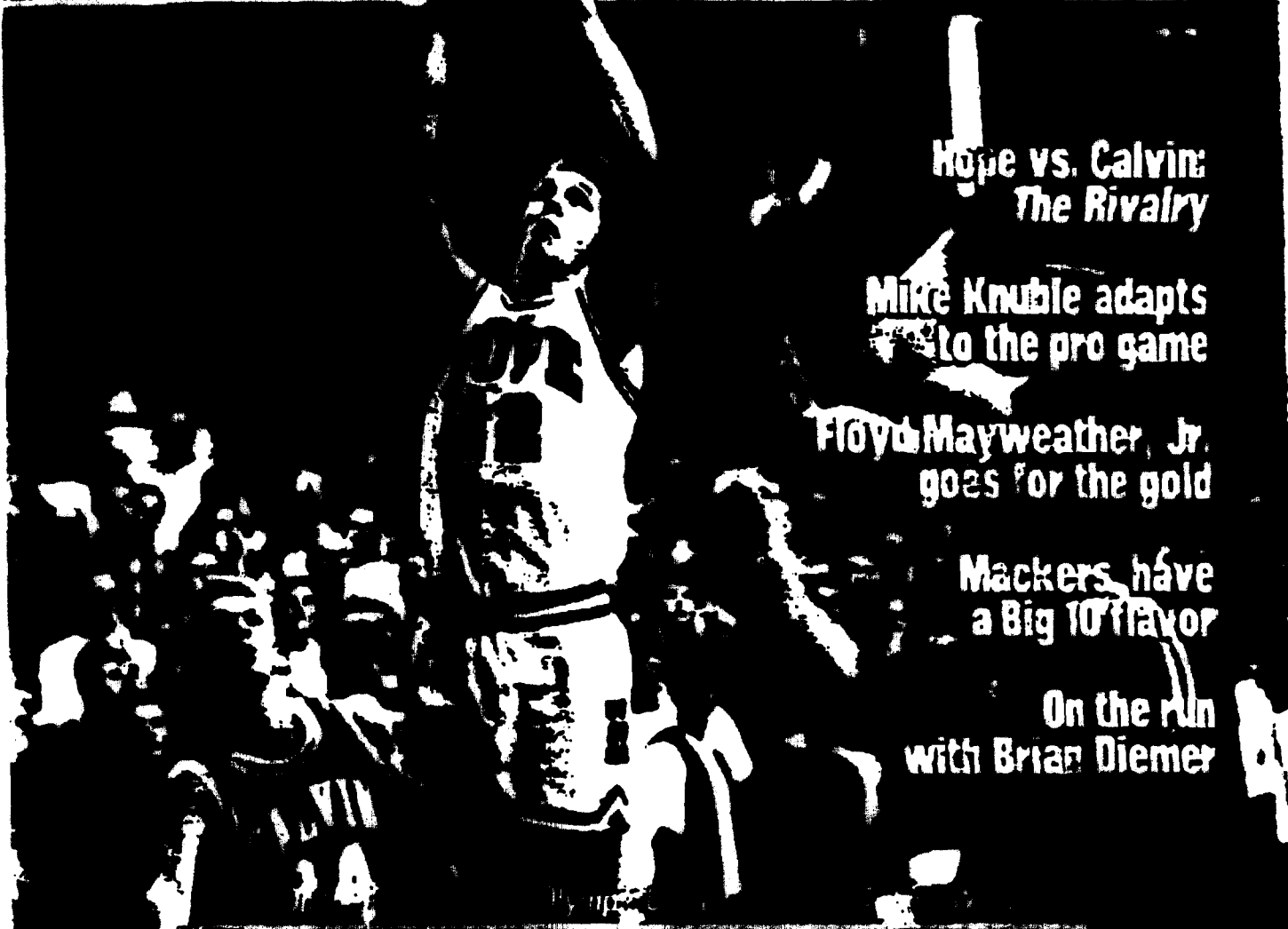
ATTN: Your True Voice.



*Savings based on standard long distance rates of 14¢ per minute. Savings based on standard long distance rates of 14¢ per minute. Savings based on standard long distance rates of 14¢ per minute.

©1987 ATT

QUE
EXI



**Hope vs. Calvin:
The Rivalry**

**Mike Knuble adapts
to the pro game**

**Floyd Mayweather, Jr.
goes for the gold**

**Mackers have
a Big 10 flavor**

**On the run
with Brian Diemer**



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SERVICE INC





IHL Showcase

New team wins in "Name Game"

Grand Rapids' new International Hockey League franchise finally has a team name and a logo. So now, West Michigan Hockey, Inc. can proceed to more pressing matters, such as putting the finishing touches on its management team, building a roster, and marketing tickets and merchandise.

Over 3000 Entries

"Griffins" was selected from over 3,000 entries submitted by area sports fans during a contest conducted during the summer months. Eight local fans chose the name, which depicts a Greek mythological creature with the head and wings of an eagle and the body of a lion. In Greek mythology, the griffin was the guardian of gold.

Brave, Noble

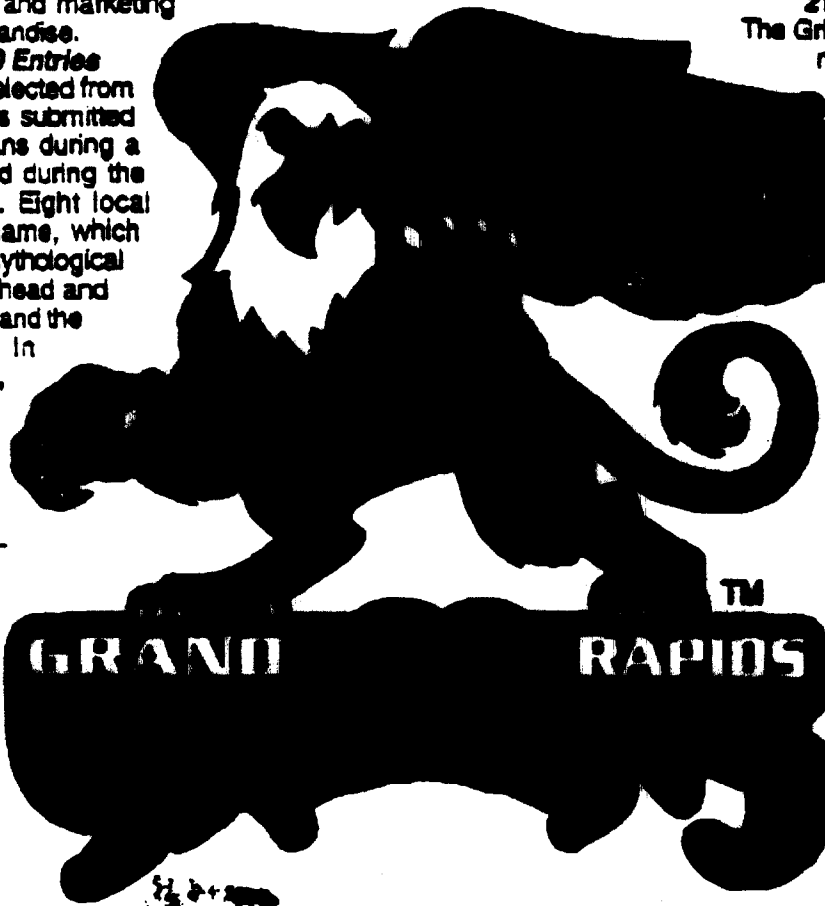
"The animal represents bravery, nobility, strength, and swiftness—characteristics synonymous with athletic teams," says David VanAndel, chairman of West Michigan Hockey Inc.

The logo was designed by the New York firm Sean Michael Edwards Design, Inc., which specializes in athletic logos. SME has designed logos for the Se-

attle Mariners and more recently the NBA Toronto Raptors and NHL Florida Panthers.

Good Logo is Key

"We've spent a great deal of time and energy developing what we believe will become one of the most appealing marks in professional sports."



The Griffins will open play this fall in Grand Rapids' new downtown arena. The arena, located south of Fulton Avenue in downtown Grand Rapids, will seat approximately 11,000 for hockey and is scheduled to be completed in time for the upcoming season.

21 IHL Franchises

The Griffins join the new yet-unnamed Quebec City franchise in the rapidly growing IHL, which will now have 21 franchises. Quebec has been without a professional hockey team since the NHL Nordiques relocated to Denver prior to the current season.

The Greater Grand Rapids market, without an IHL team since the Owls disbanded in 1980, compares favorably with other IHL markets. It is the 45th largest market in terms of metropolitan area population in the U.S. with nearly 1 million residents.

Naturally, IHL commissioner Bob Ufer is excited about the new team.

says Daniel G. DeVos, president and CEO of West Michigan Hockey Inc. "We're now ready to preparation for our inaugural season."

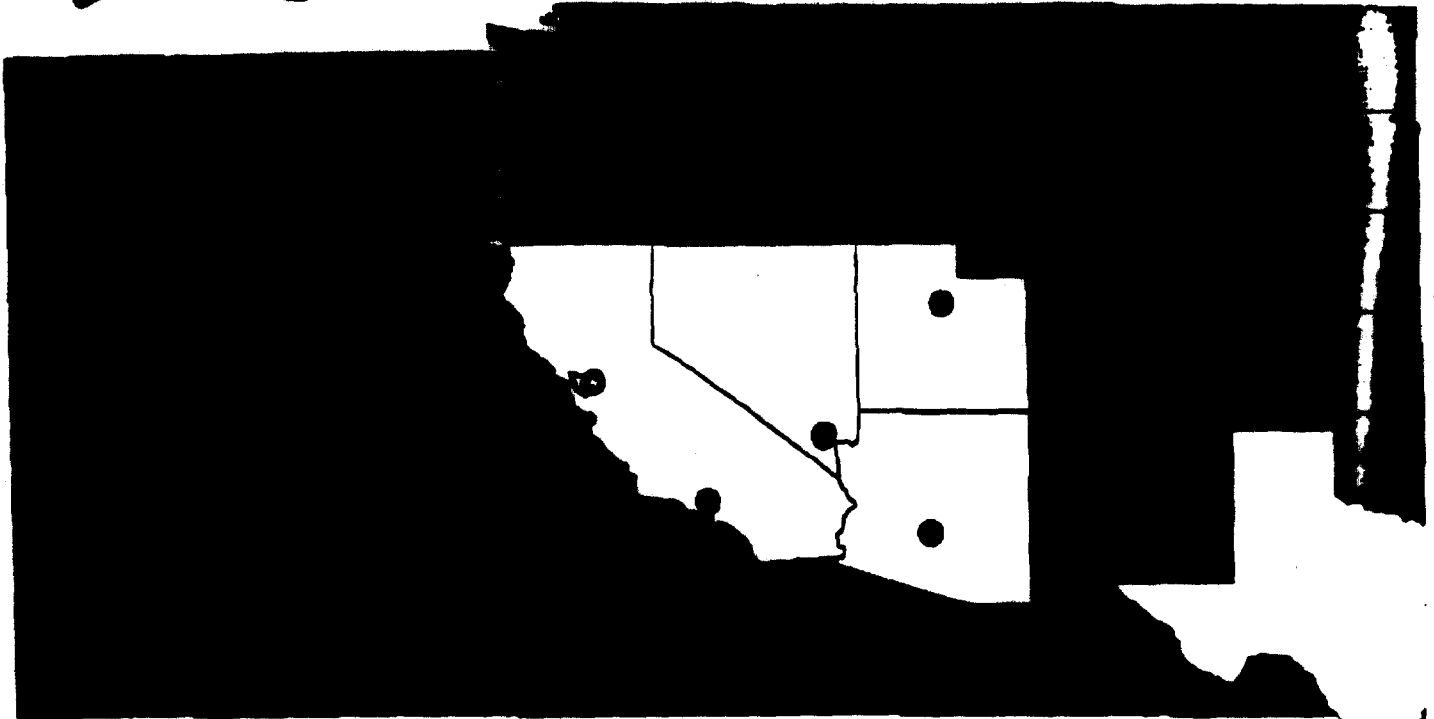
"The new state-of-the-art downtown arena, combined with a strong corporate base and solid business growth, makes Grand Rapids a great market for the IHL."



Griffins put Grand Ra


The Grand Rapids Griffins will join the International Hockey League (IHL) for the 1996-97 season, along with the league's only Canadian franchise, Quebec City. The two new teams will bring the IHL's total to 21 franchises.


The IHL has changed considerably since the Grand Rapids area's last entry, the Owls, disbanded following the 1979-80 season. Once comprised predominantly of Michigan teams, the IHL now has franchises in such lucrative markets as Los Angeles, San Francisco, Las Vegas, Houston and Phoenix.





Western Conference


Midwest Division

- 

Chicago Blackhawks
 City (Pop.): Chicago, IL (2.8 million)
 NHL Affiliate: Independent
 Arena (Cap.): Rosemont Horizon (18,000)
 Joined IHL: 1994
 Head Coach: Gene Larkin
- 


Kansas City Scouts
 City (Pop.): Kansas City, MO (408,000)
 NHL Affiliate: San Jose Sharks
 Arena (Cap.): Kemper Arena (15,771)
 Joined IHL: 1993
 Head Coach: Jim Wiley
- 


Minnesota North Stars
 City (Pop.): Minneapolis, MN (408,000)
 NHL Affiliate: Independent
 Arena (Cap.): Skyway Center (18,304)
 Joined IHL: 1977
 Head Coach: Phil Walt
- 


Minnesota Millers
 City (Pop.): Mpls.-St. Paul, MN (445,000)
 NHL Affiliate: Independent
 Arena (Cap.): Civic Center (15,000) and Target Center (18,000)
 Joined IHL: 1994
 Head Coach: Fred Schreier
- 


Pittsburgh Rivermen
 City (Pop.): Pittsburgh, IL (714,000)
 NHL Affiliate: St. Louis Blues
 Arena (Cap.): Civic Center (18,000)
 Joined IHL: 1992
 Head Coach: Paul MacLean


Southwest Division

- 

Los Angeles Ice Bays
 City (Pop.): Los Angeles, CA (2.5 million)
 NHL Affiliate: Independent
 Arena (Cap.): LA Memorial Sports Arena (18,000)
 Joined IHL: 1993
 Head Coach: Jere Van Den Berg
- 


Las Vegas Thrasher
 City (Pop.): Las Vegas, NV (500,000)
 NHL Affiliate: Independent
 Arena (Cap.): Thomas & Mack Center (16,000)
 Joined IHL: 1993
 Head Coach: Greg McNeely
- 


San Francisco Golden
 City (Pop.): San Francisco, CA (1.5 million)
 NHL Affiliate: Anaheim Mighty Ducks
 Arena (Cap.): Cow Palace (11,418)
 Joined IHL: 1993
 Head Coach: Josh Patton
- 


Vash Grizzlies
 City (Pop.): Salt Lake City, UT (100,000)
 NHL Affiliate: New York Islanders
 Arena (Cap.): Delta Center (16,000)
 Joined IHL: 1993
 Head Coach: Bush Goring
- 


Phoenix Roadrunners
 City (Pop.): Phoenix, AZ (1 million)
 NHL Affiliate: Los Angeles Kings
 Arena (Cap.): Veterans Memorial Coliseum (18,000)
 Joined IHL: 1993
 Head Coach: Jere Van Den Berg

Northern Division

- 

Cincinnati Cyclones
 City (Pop.): Cincinnati, OH (284,000)
 NHL Affiliate: Florida Panthers
 Arena (Cap.): Cincinnati Gardens (10,300)
 Joined IHL: 1993
 Head Coach: Ron Smith
- 

Fort Wayne Komets
 City (Pop.): Fort Wayne, IN (173,000)
 NHL Affiliate: Independent
 Arena (Cap.): Allen Cy. War Memorial Coliseum (18,000)
 Joined IHL: 1993
 Head Coach: Dave Patton
- 

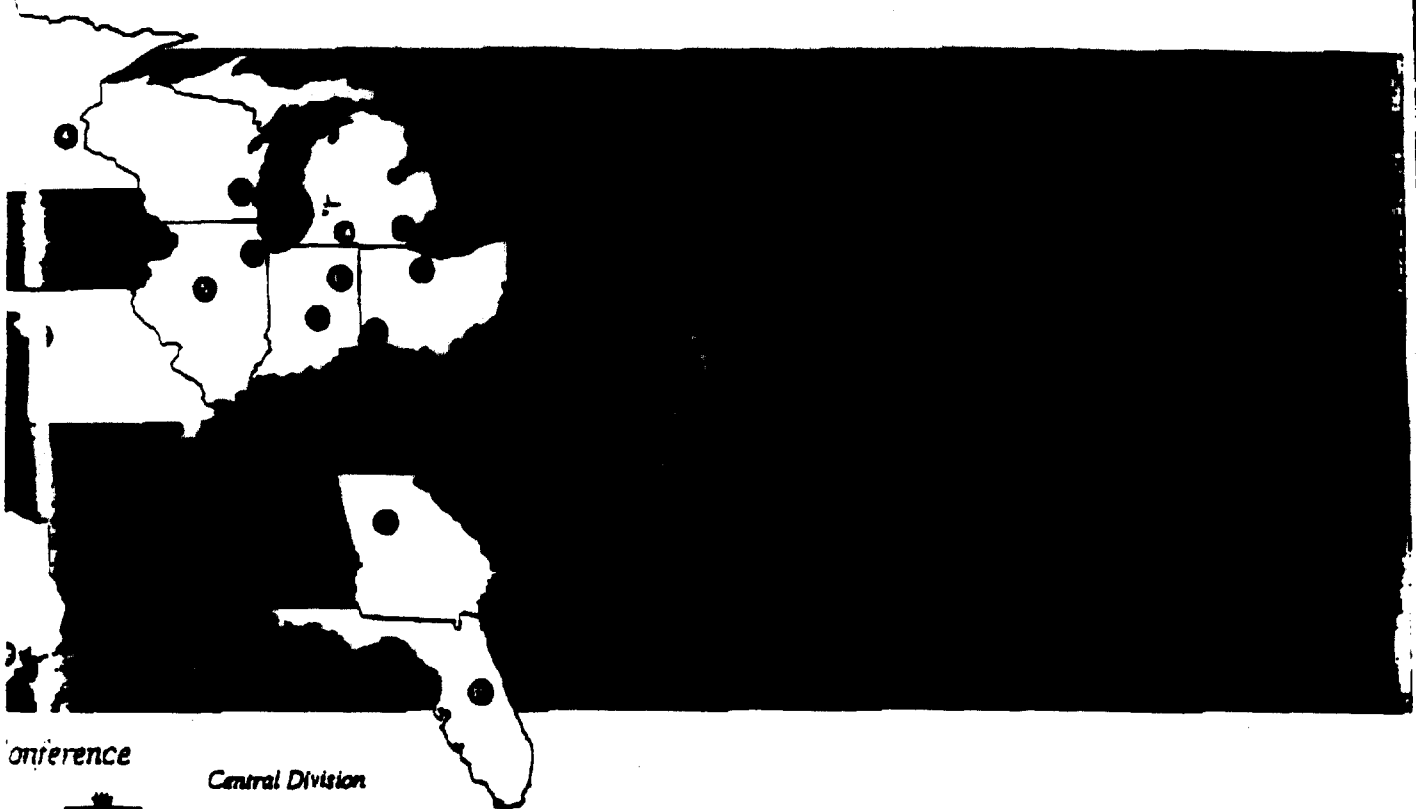
Indianapolis Ice
 City (Pop.): Indianapolis, IN (741,000)
 NHL Affiliate: Chicago Black Hawks
 Arena (Cap.): Market Square Arena (16,000)
 Joined IHL: 1993
 Head Coach: Bob Ferguson
- 

Michigan G-Wings
 City (Pop.): Kalamazoo, MI (40,000)
 NHL Affiliate: Dallas Stars
 Arena (Cap.): Kalamazoo Stadium (15,113)
 Joined IHL: 1994
 Head Coach: Ken Hicke

Teams on the IHL Map

Once the Griffins takes the ice in Grand Rapids' new 11,000-seat arena, the IHL will have three Michigan-based teams, including the Michigan (formerly Kalamazoo) K-Wings and the Detroit Vipers.

It is difficult to overstate the recent success of the IHL. The number of teams has nearly doubled since the 1987-88 season, and average attendance has risen from 2,942 per contest to 8,261 during the past 10 seasons. The IHL truly offers hockey excitement from coast to coast, and now Grand Rapids boasts one of its finest franchises. ■



Conference

Central Division



1 Atlanta Knights
City (Pop.): Atlanta, GA (394,000)
IHL Affiliation: River City Lightning
Arena (Cap.): The Omni (14,518)
Joined IHL: 1988
Head Coach: John Pate Jr.



1 Cleveland Lumberjacks
City (Pop.): Cleveland, OH (600,000)
IHL Affiliation: Pittsburgh Penguins
Arena (Cap.): Gund Arena (17,947)
Joined IHL: 1989 (formerly Washington)
Head Coach: Al MacIsaac



1 Detroit Vipers
City (Pop.): Detroit, MI (1 million)
IHL Affiliation: Philadelphia Flyers
Arena (Cap.): The Palace (20,100)
Joined IHL: 1989
Head Coach: Rick Dudley



1 Houston Aeros
City (Pop.): Houston, TX (1.8 million)
IHL Affiliation: Vancouver Canucks
Arena (Cap.): The Summit (15,240)
Joined IHL: 1984
Head Coach: Terry Ruskowski



1 Orlando Solar Bears
City (Pop.): Orlando, FL (184,000)
IHL Affiliation: Vancouver Canucks
Arena (Cap.): Orlando Arena (15,200)
Joined: 1989
Head Coach: Curt Fraser

The employees of AT&T join all West Michigan hockey fans in wishing the very best to our own IHL Grand Rapids Griffins.

It's exciting to see West Michigan grow in size, facilities, and entertainment opportunities. With the completion of new arena in downtown Grand Rapids, the dropping of the puck at center ice next October, will give us all occasion to celebrate another milestone in our city's rich and colorful history.

Meanwhile, AT&T also plans to play an important role in the growth of this area. From quality long-distance service to the latest technology applied to home and business telephone systems, we will be working hard to win your business.





Blocked.

dial 1 8 0 0
C A L L
A T T[®]

Never Blocked.

Whether calling across town^{*}
or across the country, your
card calls always get through,
if you Know The Code.[™]



AT&T

Your True Choice

TELECOMMUNICATIONS

READY, SET, DEVOUR?

AT&T wants to grab a third of the regional-calling market in a few years

It's the telecom world's version of a war council. Every week or so, about 15 AT&T executives meet at the company's Basking Ridge (N.J.) headquarters to discuss the latest maneuvers by the company and its opponents in the battle for a \$90 billion prize—local calling. The team, which has dubbed itself "Mission Control," was formed almost two years ago, but the members shifted into high gear in February. That's when the Telecommunications Act of 1996 became law and local calling markets were thrown open to competition.

Now, Mission Control is hopping. Headed by President Alex J. Mandl, the team has laid plans for AT&T to get into local calling in every state by the end of 1997, with trials starting in five states on Sept. 1. AT&T Chairman Robert E. Allen spelled out his ambitions in the new market in a speech to investors on June 11: "We plan to take at least a third of the local market within a few years," he declared. Mandl says that AT&T not only will hit Allen's target but will also break even on local service in two to three years.

MISSION "IMPLAUSIBLE." Industry analysts aren't so sure. The only immediate path to local calling is to buy service from a regional phone company and resell it. That makes it unprofitable to offer deep discounts, the easiest way to grab customers from the entrenched former monopolies. "The economics of local resale simply can't yield such large market share gains," says Scott Cleland, an analyst with the Washington Research Group, who terms Allen's goal "implausible."

There is one simple solution: sell local service as a loss leader. Like other phone companies in the deregulated market, AT&T plans to compete by offering a bundle of telecom services—local, long-distance, and cellular calling, plus data and video ser-

vices. AT&T isn't discussing how it will price local service or its bundling plans. But says Shaun P. Gilmore, AT&T's Northeast states president: "The local-services part of a package of services could be discounted." In other words, AT&T can use profits from long-distance or satellite TV to pay for local discounts.

But first AT&T must have local service to offer. To come up with a product, AT&T is developing a complex strategy of reselling, partnering, and building its own facilities—both wired and wireless connections to homes and businesses. At the start, the mix will depend on state and federal regulators, who must rule on a huge range of competitive issues, including guidelines for the wholesale discounts that the local carriers must offer resellers.

At Mission Control, color-coded maps depict AT&T's progress across the country—showing the status of resale negotiations in every state and the discounts determined by state regulators so far. The team also scrutinizes regular progress reports from the seven new regional vice-presidents. Right now, the focus is on California, Georgia, Illinois, Michigan, and Connecticut, where local trials begin on Sept. 1.

MAPPING OUT THE BATTLE PLAN



THE COST OF CALLS

AT&T will enter the local calling market by reselling service it buys from the regional phone companies. So far, state regulators have settled on the following wholesale discounts to be offered to resellers:

CALIFORNIA
PACIFIC TELESIS
17% residential discount
19% business discount
GTE
12% residential discount
17% business discount
COLORADO
9% residential discount
16% business discount
CONNECTICUT
54% residential premium (above the retail rate)



Take a shortcut to savings.

BUGGING THE BELLS: AT&T discounts will pressure local carriers



- AT&T SERVICES] •
- FOR YOUR HOME] •
- FOR YOUR BUSINESS] •
- ON THE NET] •
- HELP] •
- WRITE TO US] •
- HOME] •



FOR YOUR BUSINESS

Look in For Your Business for time- and money-saving solutions. From at-home businesses to global corporations, we can help make your company more productive.

FOR YOUR HOME

AT&T has services For Your Home to keep you and your family in touch. Toll-free numbers, follow-me numbers, collect calling, wireless, ISDN and lots more.

ON THE NET

Are you doing business On The Net or surfing for fun? Look here for everything from Internet access to Net savvy AT&T PocketNet™ phones.

WORLD OF SERVICES

Consumers are discovering a World of Services: wireless, long distance, home entertainment, online and all-in-one credit cards. AT&T brings all your connections together.

[[For Your Home](#) | [For Your Business](#) | [On the Net](#) | [Help](#) | [Write to Us](#) | [AT&T Home Page](#)]

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Mission Control is also working on another problem: Finding the right combination of products and pricing to persuade consumers to spend their communications dollars with AT&T. More than the \$12 or so a month that consumers spend on local calling, AT&T wants to grab a big chunk of the \$100 to \$200 a month they spend on electronic communications: local and long-distance calling, cable TV, online services, paging, and wireless.

So the folks in Basking Ridge are poring over reams of data on the buying habits of their 80 million residential customers. AT&T figures it can use the information collected from its long-dis-

tance and wireless calling bills, Universal Card records, and online services to come up with prices, products, service offerings, and advertising schemes targeted at narrow market segments. Customers who use wireless phones to keep track of the kids might be targets for pagers.

Busy travelers might be offered special discounts on credit-card calling. "We will tailor our training, billing, marketing, everything, according to demographic and geographic patterns," says Joseph P. Nacchio, executive

vice-president of AT&T's Consumer & Small Business Div.

Most of all, AT&T will be selling its brand—which the company keeps before the public with a

\$700 million annual ad budget. Executives love to trot out the fact that most surveys show that 30% to 40% of all consumers already believe they get their local-calling service from AT&T, even though the company has been out of that business since the breakup of the Bell system in 1984. "Clearly, AT&T will be our biggest competitor," says Solomon D. Trujillo, President of U S West Communications. "It's the largest company around, one of the largest companies in the world."

"SHAME ON US." On the other hand, AT&T can't afford missteps that would tarnish its name. It learned that lesson when it started selling its WorldNet Internet service in March. AT&T couldn't keep up with the huge demand for sign-up disks, and customers who subscribed found that there were service outages and constant busy signals on help lines. AT&T is now refocusing its online efforts more narrowly on consumer service (page 120). "Shame on us," says Mandl. "We learned that customers do expect very high quality, and we also need to be realistic about how strong a drawing card the brand is." Because of the Internet blunder, Mandl says AT&T has redoubled its efforts to ensure that its local-service offering is ready to handle huge volumes from the start.

AT&T's enormous size is a plus in other ways. With some \$47 billion in annu-

al revenues—2½ times the size of the biggest Bell—AT&T can offer deals the competition will be hard-pressed to match. For a preview, look at what AT&T is doing in the handful of states where it has already entered the competition for in-state toll calls. The company is offering three months of free, unlimited in-state toll calls to Illinois residents. In Connecticut, the deal is 5¢ a minute on all in-state toll calls for a year. AT&T customers in 13 states can also get special deals on the equipment and programming provided by DirecTV, the Hughes Electronics Corp. satellite-TV service. Then there's that Internet offer that drew such a big response—unlimited access for AT&T customers for \$19.95 a month, or five free hours a month for one year.

MANDL

He says AT&T will break even on local service in two to three years. But success depends on the local-service deals it strikes with the Baby Bells

For all its big plans, though, AT&T is still at the mercy of the local phone companies. The kind of discount deals it can strike with them for buying local service will be the key to how quickly AT&T can gain market share and whether it can meet Mandl's profit target. The Telecom Act says that the Baby Bells, GTE Corp., and other local carriers must offer their service to potential competitors at the retail rate minus "avoidable costs"—the money they save in marketing, billing, and the like by not handling customers directly.

No surprise, there's a wide gulf between how the local carriers, their wholesale customers, and the state regulators calculate those costs. U S West, for example, proposed a formula in Colorado that actually puts the wholesale price higher than the retail rate, arguing that its local consumer rates now are heavily subsidized. Connecticut regulators came up with a similar interim formula. Most state public service commissions have been more generous—Tennessee and Illinois regulators are recommending 25% and 22% discounts, respectively.

AT&T has one edge in these resale battles—experience. John D. Zeglis, general counsel of AT&T, represented the company in its efforts to keep MCI Communications Corp. out of long distance back in the 1970s. "I was on the other

PLAN

WHEN AT&T STARTED RESALE NEGOTIATIONS

■ FEB. ■ APR. ■ JUNE
■ MAR. ■ MAY ■ JULY

REQUESTS FOR MEDIATION



46% business discount

GEORGIA

20% residential discount

17% business discount

ILLINOIS*

22% business & residential discount

LOUISIANA**

10% business & residential discount

MICHIGAN

4% business & residential discount

NEW YORK †

17% residential discount

11% business discount

TENNESSEE**

25% business & residential discount

TEXAS 5% business & residential discount

*Public Utility Commission (PUC) hearing examiner proposed order

**Interim rate

†PUC staff recommendation

DATA: AT&T

IS
discount
discount

discount
discount

discount
disc

UT
al premium
il rate)

side, resisting every effort to interconnect to our network," he says. "I have the world's record for losing those same arguments from '68 on." Zeglis figures the company will end up in arbitration in all 50 states, and based on his own lack of success with arbitrators back in AT&T's monopoly days, he's confident that the Bells will lose every time. For their part, Bell executives routinely accuse AT&T of dragging out the negotiations in order to score points with regulators. The long-distance giant says the local phone companies aren't budging from unacceptable discount offers. "Our job is to create an environment that's conducive to competition—not to subsidize our competitor," snaps Ameritech Corp. Chairman Richard C. Noteheart.

ALL IN ONE. Long term, AT&T says it would just as soon control its own local networks. The cost of building is staggering. Constructing "local loops" in the top 50 markets could cost upwards of \$5 billion, industry analysts estimate. AT&T does plan to build facilities in the largest markets and has already started in Los Angeles, Chicago, and New York. For the rest of the country, "we want to use other people's assets and capital everywhere we can," says Harry S. Bennett, vice-president of AT&T's Local Services Div. Bennett says AT&T will partner with cable operators, competitive access providers (CAPs) that serve businesses with private lines, and even electric utilities. It already has contracted with five CAPs that serve 70 cities.

The other local play is wireless. AT&T spent \$12 billion two years ago to buy McCaw, the nation's largest wireless calling operator. It is converting that network from analog to digital and is building a nationwide wireless network based on all-digital personal communications services (PCS) technology. By late 1997 or early 1998, says Bennett, 80% of the country will be covered by an all-digital AT&T Wireless network. At that point it might be viable to offer wireless as a local-service alternative.

Ultimately, AT&T wants to offer any and all of these options. It can't afford not to. The Baby Bells are all gearing up to enter long distance—and other services including cable TV—and AT&T figures the best way to hang on to its existing customers is to sell them a lot more. "All of our market research shows that the customer prefers to have local and long distance treated as one," says Mandl. Expect a lot of late nights for the Mission Control team if they want AT&T to be the one.

By Catherine Arnst in Basking Ridge, N. J., with bureau reports

AT&T'S NEW BOUNDARIES IN CYBERSPACE

The AT&T executives trying to push into local calling have one thing to be happy about. As tough as their job is, it's unlikely ever to be as frustrating as the company's efforts in cyberspace.

AT&T has spent millions to launch—and then kill—several online initiatives. Like many companies, it hoped to create proprietary services

cess to cellular calling and satellite TV. AT&T's primary thrust will be signing millions of customers for WorldNet, its new Internet service. To help its 10 million business customers get wired, AT&T will also provide a "hosting" service called EasyCommerce, which will create and run corporate Web sites. These businesses are "a clear extension of AT&T's telephony

MANZI
Industry.Net's boss will fold AT&T's New Media Services into a new company that will build "the home page for business"



and charge a premium for them. But the Internet changed all that. Now, the company is cleaning out the last bits of its old cyberstrategy and narrowing its focus to providing Internet access to consumers and businesses—which it sees as part of basic telecom service in the future. "AT&T is severing its ties with everything outside of its core business," says Blane Erwin, an analyst with Forrester Research Inc.

PARTIAL RETREAT. So on June 24, the company took the ax to New Media Services, a publishing unit that includes what's left of Interchange, an online service that it bought in 1994. The unit will be spun off to Industry.Net, the company headed by former Lotus Development Corp. chief Jim P. Manzi that runs a Web marketplace for business. The combined company, Nets Inc., in which AT&T gets a minority stake, will use content developed for AT&T Business Network, a Web site. It will be, says Manzi, "the home page for business."

Is AT&T giving up? Hardly. The Net is a critical part of its plans to be a one-stop shop for electronic communications—from E-mail and Internet ac-

business," says Michael E. Kolowich, president of AT&T New Media, who will become vice-president of business operations for Nets Inc.

Indeed, the Internet may be evolving to become a lot more like the phone business. In the past year, AT&T's revenue from 800 calls surpassed that from long-distance service, says Kolowich. The same model is taking shape on the Net: Just as companies are willing to foot the bill for an 800 number to bring in business, they are willing to pay for the costs of Web sites and advertisements to lure customers. AT&T is betting those 800 customers are ripe for the EasyCommerce Service.

What else doesn't fit in AT&T's new online plan? The company has already scrapped Network Notes, a proprietary business network and is looking to get rid of the Imagination Network, an online gaming setup. Personalink, a messaging service using technology from General Magic Inc., may be phased out. And Kolowich says AT&T is seeking partners to take over its consumer content, too. What's left may be just the ticket for a New Age phone giant.

By Amy Cortese in New York

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SOURCE: Network World via Fulfillment by INDIVIDUAL, Inc.
DATE: July 8, 1996
INDEX: [1]
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Network World via Individual Inc. : Harry Bennett, vice president and general manager of AT&T's local services ~~division~~ is leading the company's charge into battle for the local loop, a hugely ambitious undertaking that spans the country and may forever change the character of the \$51 billion company. Network World Editor John Dix and Senior Washington Correspondent David Rohde recently discussed AT&T's strategy with Bennett at the company's headquarters in Basking Ridge, N.J.

Is your organization focusing mostly on the residential market, the business market or is it roughly a 50-50 thing?

It's 50-50. We have resources dedicated to the business market, resources dedicated to the consumer market, and then - from a regulatory and legislative process - resources dedicated to both.

Judging by what has been reported, your initial services will be based on resale agreements with the local companies.

For initial market entry to the small business and residential customer, resale is our only solution.

As you move up in the business market, we will use POTS resale, but we also are working on Centrex resale. And we're working on what we call the 4E local solution, which gives us the ability to take the existing network configurations of our large customers [who have dedicated access lines into AT&T's 4ESS switches], add local traffic and route it accordingly.

AT&T Chairman Robert Allen and others have talked about needing 25% to 40% discounts from the RBOCs to profitably resell local services. Doesn't that assume the RBOCs today are making that level of profit?

What the Telecommunications Act said was the discount rate ought to be a function of avoidable costs. If we are reselling RBOC services, the RBOCs won't have the retail relationship with the customer, so there's an avoidance of marketing and sales costs.

[Then,] depending upon what happens with the FCC's Aug. 8 ruling [setting mandatory RBOC interconnection standards], we hope to have a very competitive offer through unbundled elements.

Meaning, longer term, you hope to roll out services based on service elements that the RBOCs offer on an unbundled basis?

Yes. Short term, we're hoping to enter all 50 states next year with a resale offer. As soon as we can thereafter, based on the economics of each marketplace, we will move to a facilities-based offer. Facilities-based might mean facilities leased from other people.

In some markets, [our facilities-based networks will be entirely composed of] unbundled elements from the RBOCs, assuming we get a favorable ruling. In other markets, we'll probably use some of our own switches. And we'll also use CAPs where possible.

Our basic strategy when it comes to building [facilities] is efficiency of capital. We're not about to misuse or abuse capital. In other words, this is all about taking advantage of the existing assets that are there today, and coming up with the best solution for us.

Are you building any facilities-based networks anywhere right now?

We're building in Chicago and Los Angeles right now. But when I say 'build,' I don't necessarily mean we're physically digging up streets and laying our own fiber. If there is a CAP there, or if the RBOC's unbundled prices are competitive, we'll use their facilities. By the definition of the Telecom Reform Act, that's the same as being a facilities-based carrier.

OK. But will you lay some of your own fiber in those two areas?

Yes. That is going on today. That's a very cumbersome process in terms of right of ways; you have to deal with every local community.

Where will you concentrate your facilities-based efforts?

We're looking at what some people call the NFL cities. We'll look at the requirements then build a ring structure for those cities, depending upon the traffic volumes and other requirements.

Why would it be more effective to install your own infrastructure in one market vs. another?

It's a function of the number of CAPs in the market. It's a function of the unbundled elements. Even though we expect the FCC to set some pretty rigid rules, it's really going to turn out to be a state-by-state implementation.

How many switches, if any, do you have today capable of carrying local traffic?

We don't have any switches capable today. We are working on having switches up in, I'd say about five or six major locations, hopefully this year.

When you enter negotiations with local carriers, do you typically deal with entire regions or individual states?

Most of the issues we're trying to deal with at the regional level. But then when you get to cost structure and actual discounts per state and all that, it reverts to the state. And, of course, the decision-making body is the state commission.

Do you think RBOC interconnection agreements will be reached before the statutory limit of 135 days, or do you expect them to go before arbitration?

I think major issues will go before arbitration. Day 135 for most of those negotiations is about the middle of this month. So we're starting to get a feel for which issues will go to arbitration. But I think a number of issues will go to arbitration.

Such as?

Discount rate, maybe some of the interconnection standards, use of directory assistance, operator service platforms, a number of unbundled elements, those types of things.

Do you believe that there are some RBOCs where the negotiations won't end up in arbitration?

I think there will be arbitration in every RBOC. What we don't know yet is the extent of those arbitration cases.

After arbitration, appeals lead to the federal district court. Do you expect some of those to go to litigation?

Yes.

How long will it take before you can reach interconnection agreements you're happy with?

We will have all the elements lined up by the end of the year. And then in some cases, we'll have service available, depending upon how many of the elements we were able to get squared away face-to-face.

For example, if the only element that we didn't get squared away was wholesale discount, I can still go build and do my systems and infrastructure, and passing of orders. Then it's just a matter of filling in the rate fields on the actual costs and prices.

On the other hand, if we don't have any interconnection standards and we haven't agreed how to route operator services traffic, and all of those, then that requires a fair amount of work.

The interconnection agreement that MFS [Communications Company, Inc.] made with Ameritech [Corp.] seems to have some elements AT&T would not necessarily agree to, such as lower levels of discounts for resale and interim number portability. It seems there's a divergence of opinion between AT&T and competitors that already have facilities in the ground, like MFS.

I think if you look at MCI's agreement with BellSouth [Corp.], or MFS's agreement [with Ameritech], what they're trying to do is just get interconnection agreements between existing facilities-based networks. To us, that's just a piece of it. Most of those agreements from a number-portability standpoint only includes call forwarding. They do not include the true database solution. So they fall far short of what's required under the act and what we're asking for.

And yet they have an interconnection agreement that would apparently allow them to go to customers tomorrow.

To do some interim things, right. [But] it's not a concern because we're working with those very same CAPs on interconnection agreements ourselves. So we would use those existing facilities where it made sense.

How will your rates compare to the RBOC local rates?

That's to be determined. But I think we'll offer parity rates. There will be cases where they may be more; there will be cases where they probably will be less.

So corporate customers shouldn't expect competition to necessarily lead to lower rates.

I think there's a possibility that prices could fall, but research shows business customers are interested in ease of use, convenience, single point of contact, single bill, single interface into billing centers, and all those kinds of things.

So if you look at adding that functionality, it's hard then to say, 'And in addition, you're going to see major, major price declines.

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Fiber Optic Backbone Description

ADS

Affinity marketing example

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MISC. REPORTS AND NEWS ARTICLES

"Cable Company to Offer Phone Package Deals," *Detroit Free Press*, September 21, 1996.

"Eaton Rapids Cable System Offers 21st Century Services," *Press Release*, January 22, 1996.

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Other press releases